



Project | SEARCH

# Reaching the Goal of 100% Employment




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[ 1 ]



## Mitsubishi Electric America Foundation, a great partner.

Funding provided for Project SEARCH to study high achieving sites and design training based on the findings. This training is the result of that study.




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## High Achieving Sites Teams Demographics

The who, what and where of the sites studied, 2011 and 2012 program graduates.

Celebration of the 80-100% placement sites.




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### The High Achieving Sites (repeat programs\*)

<ul style="list-style-type: none"> <li>Atrium Medical Center, Middletown, OH</li> <li>Avera St. Luke's Hospital, Aberdeen, SD</li> <li>*Bon Secours St. Mary's Hospital, Richmond, VA</li> <li>Carillion Clinic New River Valley Medical Center, Christiansburg, VA</li> <li>Catholic Medical Center, Manchester, NH</li> <li>Chesapeake Energy, Oklahoma City, OK</li> <li>Children's Hospital Colorado, Aurora, CO</li> <li>Children's Hospital of Wisconsin, Milwaukee, WI</li> <li>Cincinnati Children's Hospital Medical Center, Cincinnati, OH</li> <li>City of Hialeah, Hialeah, FL</li> </ul>	<ul style="list-style-type: none"> <li>City of Rochester, Rochester, NY</li> <li>Columbine Health Systems, Fort Collins, CO</li> <li>Community Hospital East, Indianapolis, IN</li> <li>Concord Hospital, Concord, NH</li> <li>*Dublin Methodist Hospital, Dublin, OH</li> <li>East Penn Manufacturing Co, Inc., Lyon Station, PA</li> <li>*Emory University Hospital Midtown, Atlanta, Faith Regional Health Services, Norfolk, NE</li> <li>Fifth Third Bank, Downtown location, Cincinnati, OH</li> <li>Fifth Third Bank, Madisonville location, Cincinnati, OH</li> </ul>
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### More.....

- Health First, Melbourne and Cocoa Beach, FL
- HOAG Memorial Hospital Presbyterian, Newport Beach, CA
- Holmes Regional Medical Center at Health First, Melbourne, FL
- \*INTEGRIS Bass Baptist Health Center, Enid, OK
- Kansas University and Lawrence Memorial Hospital, Lawrence, KS
- \*Lancaster General Hospital, Lancaster, PA
- \*Lebanon VA Medical Center, Lebanon, PA
- LifeCare Alliance, Columbus, OH
- William S. Middleton Memorial Veterans Hospital, Madison, WI
- Martin Health Systems, Stuart, FL
- Mat Su Hospital, Palmer, AL
- Medtronic, Minneapolis, MN
- Mercy Health Center, Oklahoma City, OK
- Milford Hospital, Milford, MA
- \*National Institutes of Health, Bethesda, MD

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### A few more.....

- Newton Medical Center, Newton, KS
- \*Northeast Georgia Health System, Inc., Gainesville, GA
- \*North Fulton Hospital, Roswell, GA
- Ohio Casualty, Fairfield, OH
- Otterbein Senior Lifestyle Choices, Lebanon, OH
- St. Joseph's Candler Hospital, Savannah, GA
- Phoenixville Hospital, Phoenixville, PA
- River Valley Hospital, Lebanon, NH
- Rosen Shingle Creek Resort, Orlando, FL
- St. Elizabeth Regional Medical Center, Lincoln, NE
- St. Joseph's Hospital, Nashua, NH

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### And more HAS teams

- St. Vincent Hospital, Carmel, IN
- Sentara CarePlex Hospital, Norfolk, VA
- Sentara Norfolk General Hospital, Norfolk, VA
- \*Sentara Williamsburg Regional Medical Center, Williamsburg, VA
- University of Toledo, Toledo, OH
- Walmart Distribution Center #7018, North Platte, NE
- Walmart Distribution Center, Menomonie, WI
- Wegmans Food Markets, Rochester, NY
- Winter Park Memorial Hospital, Winter Park, FL
- Wishaw General Hospital, Wishaw, Scotland
- Xavier University, Cincinnati, OH
- Zoo Miami, Miami, FL

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### Meredith Campbell and Express Employment Professionals

Our study also included gathering information from a successful, traditional staffing company.

Some of their best practices are incorporated into this presentation.

Many thanks to **Meredith Campbell and Express Employment Professionals** for their assistance.



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## Course Goals:

Participants will:

1. List common characteristics of High Achieving Project SEARCH Sites.
2. Identify action steps to implement the common characteristics of High Achieving Sites (HAS), including:
  1. To increase collaboration among Project SEARCH partner teams;
  2. To ensure an effective staff structure and professional development activities for Project SEARCH team;
  3. To select interns and develop internship sites for an effective Project SEARCH program; and,
  4. To implement an organized and effective employment process for all interns.
  5. To identify successful instructional activities and strategies.

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## Common Demographics of HAS Teams

- Many sites were **located in hospitals**. However, 48% in second year were in other types of businesses confirms the trend that more programs are in non-hospital setting.
- Majority of sites had at least **650 employees**, many were larger.
- The distribution among urban, suburban and rural sites seemed to match general distribution of Project SEARCH sites.
- Many sites were in **at least 3<sup>rd</sup> year in 2010-11** (year of study). In year 2 of study, many sites were in 2<sup>nd</sup> or 3<sup>rd</sup> year confirming that a site can become a HAS at implementation.

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## Common Characteristics

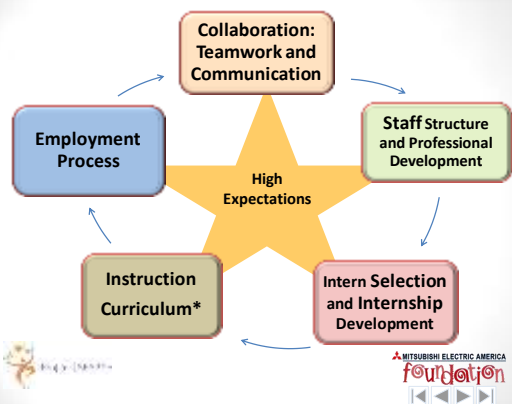
- The states represented the most were states with **strong statewide coordination**.
- Many sites were **staffed adequately**, more about this later.
- All sites take advantage of **Project SEARCH training and statewide networks**.
- All sites utilize the **Project SEARCH curriculum and activities**

(curriculum)..... provides the foundation upon which students learn employability skills to help students obtain and maintain a job.

- Dublin Methodist Hospital, Dublin, OH

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### Collaboration: Teamwork and Communication

- High Achieving Sites noted teamwork, collaboration and communication as keys to their success.

"Everyone on the team is committed to the success of the interns; there is not one person on the team who will not pitch in to help no matter the need or situation."  
- Bon Secours St. Mary's Hospital,

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### Teamwork – What we learned from the HAS teams.

- Strong Steering Committees
- Collaborative on-site teams
- **Interns supporting each other**
- Additional support teams:
  - Managers/co-workers
  - Business Advisory Committees
  - Family Involvement
- Other community teams/groups

... "students encouraging each other, helping each other when something seemed too hard."  
- St. Elizabeth's Hospital, NE

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### Project SEARCH Teams

- Planning Committee
- Steering Committee
- On Site Team
- Business Advisory Committee
- Family Involvement

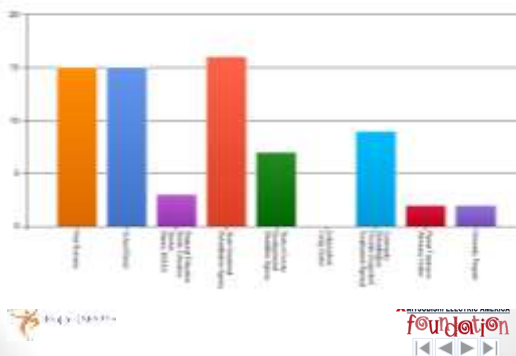
[See handout chart](#)

Questions about these teams' structure?

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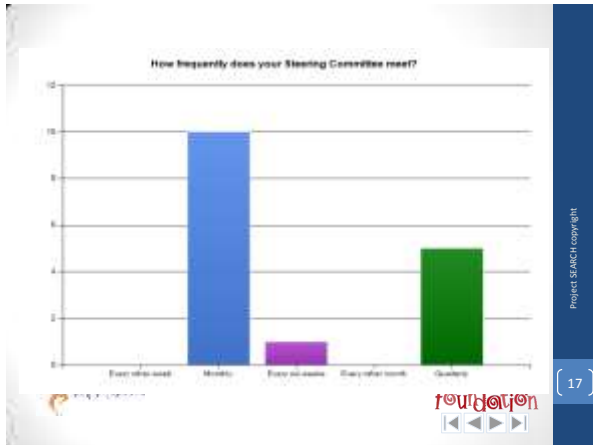
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Which of the following partners participate in regularly scheduled Steering Committee meetings?



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## Teamwork

**On-site Support Team – how do you build a strong one?**

- High Achieving Site Teams support the staff doing the daily work
- Develop a on-site staff **support team** made up of the following:
  - Special Ed. Supervisor
  - HR leadership
  - Supported Employment Director
  - VR Supervisor

The on-site team meets daily to plan the day's activities and weekly to talk more in depth about future needs.  
- Bon Secours, St. Mary's

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## On-site team support

All HAS teams support their on-site staff by sending them to statewide and national training and Project SEARCH conferences.

Other ways to support the on-site team:

- Cross agency interviewing for new staff
- Use professional development days in creative ways to support team training.
- Give autonomy to the on-site team for day to day operations.
- Be there when a bigger issue arises.

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## Auxiliary Teams

**Mentoring groups** at the host business

- HAS Teams reported that managers and host site mentors are involved with interns and work actively with the on-site team to support, train and find employment

**Business Advisory Committees and Family Involvement Activities**

- While these were new concepts in 2010-11, many of the HAS teams have now implemented Business Advisory Committees. More programs in 2011-12 had BAC involvement. **This is an example of how these sites are always looking for ways to improve.**

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## Business Advisory Committees

"In North Fulton, we have recruited the CEO and HR Director of the Hospital, the Executive Director of the National Down Syndrome Congress, the CEOs of the Roswell and Alpharetta convention and visitor's bureau and other business leaders. They meet some of our students and create leads for us. ....we have created our BAC to reach out to other types of businesses."

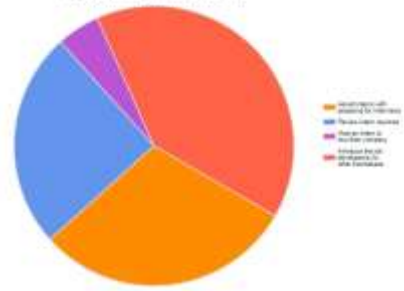
- North Fulton Hospital, Roswell, GA

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## Business Advisory Committees

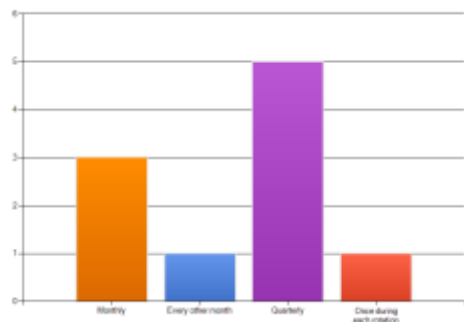
What are the primary activities of your BAC?



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## Frequency of BAC Meetings



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## "Look around" for your resources

Northeast Georgia Health System recognized that they had a "Resource" across the street.

- The Brenau University OT Department Chair involves Graduate students in the skills assessment and makes recommendations to the Pre-Selection Committee.

"A strong team - members include: PS staff, VR staff, WIA staff, VR provider staff, Mentor Group, and Parents. The entire team is involved in the selection process with the assistance of the Brenau OT skills assessment group. The team collaborates for best solutions and practices."

- Northeast Georgia Health System, Inc.

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## Young Professionals, Minnesota



Who is in your corner?

Involvement of the Young Professionals of Minnesota - on site and off site through activities and networking. Business liaison is developing a Mentoring program that will pair interns with interested company employees using face to face and email communication.

- Medtronic, MN



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## Arne Duncan, Secretary Dept. of Education Lends his Support to DC Program.

Who is in your corner?



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## What Other Team Resources does your team have?

### Other community Agencies

- Workforce Investment Act/Boards
  - 10% of their funds are typically reserved for people with disabilities.
  - They know your business community – who is hiring, who is leaving, who may be coming in.
  - They offer resources that may not be provided by VR, such as driver training resources.
  - They provide support for a limited time, but a person can always reconnect to their services.



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## Who's in Your Corner Activity.

1. Each person create a list three organizations that are a part of your life circle, maybe outside of work.
2. Share your information with two other persons in the room.
3. Now you have a list of nine potential resources.
4. Identify one or two of these organizations that might be a resource for the Project SEARCH program.
5. Quick random report out!



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## Communication

Everyone, all the time, in all ways.....



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## Everything Affects Everyone



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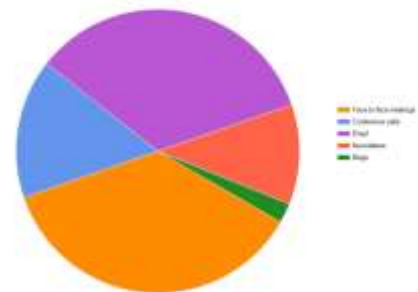
## Examples of communication strategies that can reach all partners.

- [Newsletters](#)
- Email distribution lists
- Regularly scheduled face-to-face meetings
- Special events
- Weekly emails among statewide programs



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What communication tools are utilized by the Steering Committee?  
Please check all that apply.



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## Other ideas from the HAS Teams:

Roles and people change; review roles annually

- At one of the early steering committee meetings have everyone talk about what they do.
  - *Have a set of questions to help manage this activity.*
  - *What does each partner contribute to PS in terms of resources and staff?*
  - *How do they help PS reach their goal of employment?*
  - *How do they measure success?*
- Funding – everyone needs to know and understand
- Review and confirm the leadership structure of your team



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## Who is on your team?

Instructions:

1. Each person at your table will receive a Team role (not your own role).  
i.e. – special ed supervisor, VR Counselor, job coach, business liaison etc.
2. Answer the six questions about that role.
3. Discuss your answers at your table to confirm your answers.
4. If you can't answer any question, find a person in the room that can give you the right answer!



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## Tuckman's Stages of Team Functioning

- In 1965, Tuckman studied team functioning and identified clear stages.
  - Stage 1: Forming
  - Stage 2: Storming
  - Stage 3: Norming
  - Stage 4: Performing
  - Stage 5: Adjourning added in 1977

- The Five Stages of Project Team Development, [Gina Abudi, http://www.pmhut.com/the-five-stages-of-project-team-development](http://www.pmhut.com/the-five-stages-of-project-team-development)



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## Practice with real situations.....

1. Each team or group reviews a scenario that is often a part of Project SEARCH programs. Some groups will have the same scenario.
2. Decide how an effective team might come up with a solution and what that solution would be.
3. Share your team solution and process with a team or group that has the same scenario to see if they have a different process and solution.



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**“It is time consuming and requires a lot of careful thought to follow the guidelines in the Project SEARCH model, as well as organize the many personalities that are necessary to launch a new Project SEARCH site.”**

- Paul Wehman, PhD



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**“...Project SEARCH builds on the knowledge of the host business, and combines that with the best we know about community-based instruction, mentoring, on-site behavioral assessments, assistive technology, and supported employment.”**

- Paul Wehman, PhD



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## **Collaboration: Teamwork and Communication**

- Write three action steps!



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## **Staff Structure and Professional Development**

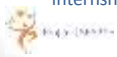


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## HAS Teams Have a Healthy Staff Ratio – Both Studies indicated ....

- 1 Full Time instructor and 2 Job Coaches for 9 – 10 students
- Consistent staff – same people all year
  - Build relationships, trust and credibility
  - Build knowledge of the business, core skills, HR practices
- Have trained substitutes “ready” to go
  - Background check/medical requirements /badge
  - These individuals can assist at the beginning of internship rotations and other activities



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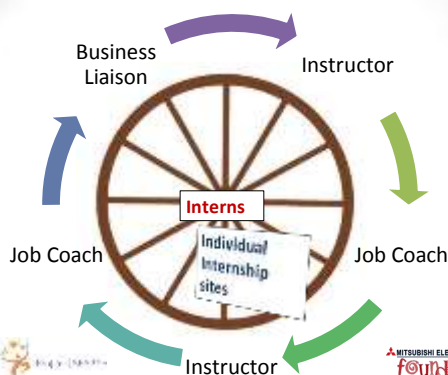
## High Number of Students = Healthy Number of Staff

- Ensure number of students = needed staff
- Funding plays a role in determining optimum number of students/staff
- Decide optimum number of students and select one additional student as an alternate or additional intern
- Make sure everyone is on the same page with numbers



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## Time Management

If everything is important then nothing is important.



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## Foundation of Time Management

- Know, understand and respect the responsibilities of each team member
- Know what your primary responsibilities and goals are for the job : YOUR ONE THING
- Keep the one thing the main thing
- 7 Steps for getting more done

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## Step 1: Plan

- Budget your time
- Time is fixed, limited and should be allocated in blocks
- When do you plan?
- How do you plan?



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## Step 2: Goals

- Start the day with the question: "What are the 2 or 3 things that I need to accomplish today in order to consider it a successful day?"
- Write the answer down!



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## Step 3: Start Intensity

- What time do you start your day?
- How you start is how you will finish



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## Step 4: Execution

- Identify the “big rocks” of the week



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## Step 5: Hour by Hour Focus

- Schedule time blocks in your day
- Break it down into smaller increments
- Build in flexibility



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## Step 6: Distancing of distractions

- Create an ignore list



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## Step 7: Continuous Observation

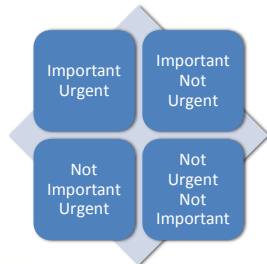
- Conduct a time study and continually ask yourself to see how you're doing and where the opportunities for improvement lie.
- Ask: “What is the best use of my time, **right now?**”



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## Staying with your Main Thing



Steven Covey



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## What Did Our HAS Teams Tell Us?

They take advantage of:

- Workshops and Conferences
- Project SEARCH Teaching and Coaching for Success
- Lean in a Project SEARCH Environment
- Statewide meetings for learning, sharing, networking
- Disability awareness events and activities



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"Quarterly Meetings help us to network with each other and gain valuable information to take back to our programs. The International Conference has so much information that we leave prepared to start the year and are very energized to get started. The outcomes of our program are attributed to the practices we have learned through these meetings, LEAN trainings, and the conferences. The LEAN principles have been utilized with "standing in the circle", training matrix, and the "5 whys" for problem solving."

*Northeast Georgia Health System, Inc.*



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## Staff Structure and Professional Development

- Write three action steps!



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## Intern Selection – Choosing your Interns

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## What We Learned From HAS Teams

Intern selection needs to be:

**Organized** in the following ways:

1. Need a clear “picture” of the **intern your team wants to serve.**
2. **Scheduled steps** to recruitment and selection
3. **Team selection** – all partners

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## Intern Selection

“We have an **Interview and Final Selection** panel .....including present interns. During the interviews, present interns are note-takers, interviewers, hosts/hostesses, escorts, and a team-building committee in the holding room.”

- **Northeast Georgia Health System, Inc. Gainesville, GA**

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## Marketing your program:

Most of our programs distribute brochures and a majority of them have a video about their program.

[Winnipeg, Canada video](#)

<http://www.youtube.com/watch?v=23hk26nuy7k>

Here is a link to the video that Virginia DOE funded for Virginia Project SEARCH sites to use for recruitment.

<http://www.youtube.com/watch?v=UQ-8p5DN26c>

<http://epresence.psdschools.org/1/watch/1149.aspx>

<http://ww2.nps.k12.va.us/education/components/scrapbook/default.php?sectiondetailid=131551>

<http://www.mymcmedia.org/council-honors-project-search-montgomery-photos-video/>

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## Specific Recruitment Steps Followed by Most of the HAS Teams

Customize entrance criteria, review applications, entrance rubric, set timelines for recruitment/selection	Sept/Oct of each year (or previous)
Market to referral sources and community	Sept - Nov
Host information session (encourage families to begin VR eligibility process)	Nov, Dec or early Jan
Hold tours of your program for prospective interns/families/referral sources	Dec/Jan



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Receive and pre-screen applications	February
Hold working interview/assessment day and using selection rubric, make a team (all partners) selection of potential candidates – gain consensus	February, March
Notify all candidates and finalize eligibility for VR and DD services	March
Meet with selected interns/families to review IEP goals and IPE goals	By May
Hold orientation event with interns/families	By August
Conduct Travel training for public transportation	By August



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## Interview/Skills Assessment Day – Is it Worth Doing? You Bet!!

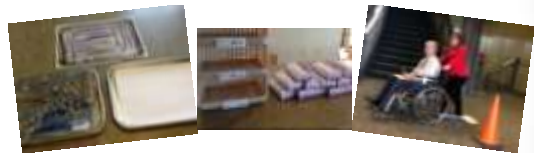
- Gives whole team chance to **be involved and work together**. We can't be a team if we don't get together. It builds respect and helps us show our commitment. It may be the first time your team resolves conflict in a positive way.
- The assessment stations should **reflect internship tasks** and host business core skills therefore gives interns taste of "the work".



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## Interview/Skills Assessment Day

- Involve the host business mentors and supervisor in the skills assessments to **develop the stations** as well as choose students.



- Students should **rotate through the skills** as well as finish their **interview** in a half day. You can get 10-12 interns through in 1 to 1.5 days.



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## A word about the Selection Rubric

- Make the rubric represent your program – make it a **useful tool for team conversation** and not to rule a student in or rule a student out.
- Decide on all strands – do you need them all? Are some more important and need more weight?
- Work with your team to **add/delete/edit language and strands** that help to choose students that needs your program and will be able to benefit from the program.
- Be open to discussion about **the student that doesn't "fit" the rubric process**. How can you support that student?
- Should some students be on a 6 week review?



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## What informal assessments would you design for your host site?

Instructions:

1. What does your team expect of intern candidates? What skills will they need for your host site?
2. Design two new assessment stations for your host business. Who should be on the assessment design team?
3. What materials would you need?



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## High Achieving Sites

### Internships

The rubber meets the road in the internship process.



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## What we Learned from the HAS Teams - update

- High Achieving Site Teams
  - Average of 18 internship sites
  - 15- 45 internship sites
    - layer on skills
    - make sure the **training leads to employment**.



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## Internships – Building relationships with managers/co-workers

- Follow host site culture
  - Follow protocol such as orientation, continued training, behavior expectations, customer services
- Look for opportunities to give back and teach the interns to do the same
- Respect their need for flexibility or not
- Allow the departments to “miss” the intern’s contributions.



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## Matching Interns to Internships

“A representative from each department presents to students at the beginning of the year. Students write down their top 4 choices and why they think they should go there. Teacher meets with each student to discuss. Teacher/ESO (job coach) meet and make tentative placements, then meet with Business Liaison to review tentative placements and make suggestions for internships. Business Liaison gets final “ok” for each placement.”

- Sentara Williamsburg Regional Medical Center



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## Steps to developing high quality internships

- **Connect with managers** (lunch and learn, thru Business Liaison, referral from other manager, etc.)
- Ask the manager to **complete an “internship skills training”** as a first step
- Schedule a time to **complete a department profile** and observe the department’s work
- Use information gathered to **develop a “Standard Work”** (Task List) with basic and layered tasks
- Identify potential **accommodations** (error proofing)
- Have **Manager review** the Standard Work
- At the beginning of **each rotation**, review the standard work with the manager or mentor to make changes as needed.



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## Bon Secours St. Mary’s Internship Matching Process

- Job coaches meet with students over the summer in their homes and fill out customer **intake notebooks**.
  - a general introduction to the students preferences, previous work experiences, and discuss tasks that the student may be interested in learning.
- In the first weeks of the program and teachers complete **interest inventories, and assignments** that are geared towards finding out the students likes and dislikes.
- **Teachers and job coaches meet** at least once a week to discuss the interns’ preferences and the best fit



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## Matching Interns to Internships – the other half of successful internships

A [Training Matrix](#) is a tool that can help you identify the skill sets for each department and identify the skill acquisition of each intern.

The [Vocational Profile](#) is a way to organize and review all of the information collected during the program year.



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## Intern Selection and Quality Internships

- Write three action steps!

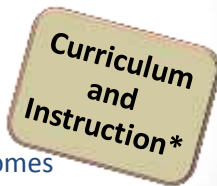


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## Curriculum and Instruction

Getting to 100% Outcomes



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## Instruction, Support and High Expectations

“The best thing we do for the student is to get them to believe in themselves. They feel secure here, that have someone to share their concerns with and they know they won't be judged. They are still given guidance on how to give 110% everyday but they have to feel good about what they are doing in order to be successful.”

- Saint Elizabeth Regional Medical Center  
Lincoln, Nebraska



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## Instructional strategies/tips from the HAS Teams (second year information)

- Teach about disabilities
- Provide intense social skills instruction
- Involve the interns in community service
- Practice interviewing/application completion/resume
- Conduct mock interviews
- Use the Project SEARCH curriculum/activities and **seek support from the national office**
- Provide training in self-determination
- Teach how to put together a successful resume/portfolio
- Focus on soft skills training – especially time management, communication, and teamwork



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## Project SEARCH Curriculum Guide



The curriculum and [lesson activities](#) assure that employability skills are being taught during the school year.  
- Martin Health Systems, Stuart, FL



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## Additional Instructional Ideas from HAS teams

- Use an internet safety curriculum to teach safe online practices.
- Use a self-advocacy curriculum to teach interns when and if to disclose their disabilities.

The curriculum is effective in teaching interns the following: social skills, problem solving, increasing independence, self-advocacy, budgeting, health & wellness, etc.  
- Kansas University and Lawrence Memorial Hospital, Lawrence, KS



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## Curriculum Research Based Enhancements Coming this Year

- Ohio State University Vocational Fit Research
  - New curriculum sections based on feedback from instructors and research into entry level job skill needs
- Autism Augmentation Package
  - Pilot underway using a curriculum overlay for interns with autism



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## Curriculum and Instruction

- Write three action steps!



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## Employment Process

# The Employment Process

Getting to 100% Outcomes



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## What We Learned from the HAS Teams

- **Employment Planning meetings** are critical and job development staff attend
- Job development activities **begin early**
- Use a lot of **marketing materials**, including videos
- Utilize traditional, well executed job development strategies (**Building Relationships** with Internship managers and employers in the community)
- Have a **job development plan** and process
- Have dedicated **job development staff**
- View job development as **everyone's responsibility**
- Job Development **is intentional and involves families**



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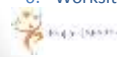
## What is involved in the Employment Process?

### Approaching employers

1. Marketing the program/your services and the individual
2. Networking
3. Research of Business Trends
4. Employment Proposals
5. Job Development and Job Placement
6. Worksite Analysis

### Preparing Interns

1. Identifying and building skills
2. Teaching job seeking skills
3. Developing Confidence as a job seeker
4. Identifying Accommodations for success
5. Preparing a model employee



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## Who is Involved in the Employment Process?

- Most effective when everyone is involved and there is a well defined plan

*Note: Unique Feature at Dublin Methodist Hospital - Business Workplace Accommodation Specialist assists with jobs in their entire system.*

"During the Employment Planning Meetings all participating family members are encouraged to assist with job development through assisting with any networking in the community."

*Candler Hospital – Savannah, GA*



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## Employment Planning Meetings

- At the beginning of the year the meetings should focus on skills development through the internships, training matrix, etc.
- In the second half of the year the meetings should focus on job development
- Schedule meetings for the year at the beginning of the school year so that key partners and family members can get dates on their calendars
- Intern should be very active in the meeting and learn to facilitate the meetings by mid-year



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## Employment Planning Meetings

- Held on a regular basis
- At least twice each internship
- 30-40 minutes focusing on skill acquisition and employment strategies
- Members: Intern, instructor, job coach if possible, business liaison if possible, family member, job developer, VR Counselor, DD person if appropriate



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## Employment Planning Meeting or Job Search Cycle Activity

1. Review Example of the Vocational Profile and Employment Planning meeting report
2. Role play a planning meeting for beginning of year.
3. Role play a planning meeting for mid-year.
4. What are the similarities and what are the differences?

OR Create a Job Search Cycle for internal and external hires.



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## The First Step to Employment Outcomes - Marketing

- Be Professional and consistent
- Utilize newsletters, brochures, videos
- Student and Staff uniforms with Project SEARCH logo

"Our single-most effective marketing strategy is through the use of **uniforms**: polo's for the Interns with a large chest-logo, and scrubs with the logo for staff. Scrubs or polo's for the staff creates many opportunities for "elevator and cafeteria talk" about our program. The Interns practice the first week the answer to "What is Project SEARCH?"."

Northeast GA Health System



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## HAS Teams - Marketing

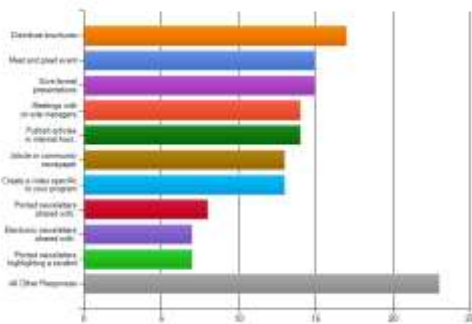
- Majority of programs used a variety of marketing tools (70%)
- 93% used brochures in general
- 86% distributed brochures in the community
- 79% used brochures internally throughout the host site
- 71% created a video specific to their program



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Many high achieving Project SEARCH programs report that they utilize a variety of public relations tools to promote the interns and program. Which of the following tools does your program use? (Please check all that apply)



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## Marketing the Individual

- There are a number of ways to market the Project SEARCH interns:
  - QR codes on resumes or electronic portfolios
  - Employment Proposals
  - Electronic Portfolios
  - Social Media – LinkedIn
- [http://www.linkedin.com/profile/view?id=220846740&authType=name&authToken=6IMM&trk=prof-sb-browse\\_map-name](http://www.linkedin.com/profile/view?id=220846740&authType=name&authToken=6IMM&trk=prof-sb-browse_map-name)



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## Traditional Employment Process Job development vs. Job placement

- Denise Bissonette, Editor of on-line resource "Diversity World" Magazine states that these are two different concepts

There is a place for both in our work.

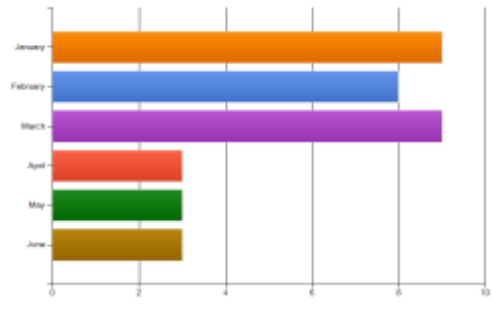
- [https://www.youtube.com/watch?v=ood1Ozs74is&feature=player\\_detailpage](https://www.youtube.com/watch?v=ood1Ozs74is&feature=player_detailpage)



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## When Does Employment Process Begin?

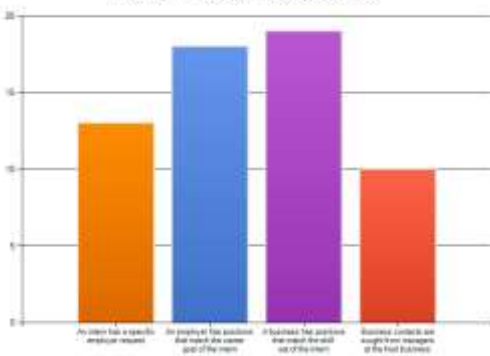
When do you start making calls with employers?



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How do you target employers for job development?



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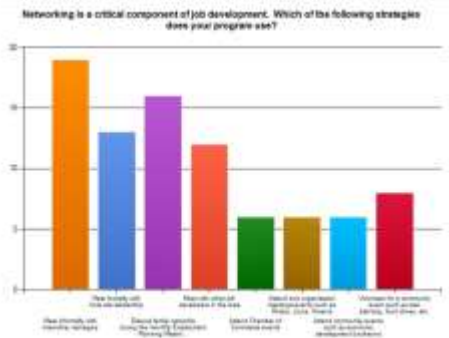
## Employment Process - The Power of Networking



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## Networking



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## Using Our Personal Networks

- Analyze your personal networks to identify connections to top management
- Personal Connections: Family, friends, neighbors, past employers, former co-workers
- Organizational Connections: Board of Directors, Employer Advisory Board members
- Community Connections: Church or temple, Chamber of Commerce, clubs and affiliations, local services, stores, banks

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## Networking Opportunities

- Become an active member of the community
  - Join or speak to civic organizations such as Rotary, Kiwanis, Lion's Club
  - Volunteer at community events
- Do your homework – learn all you can about the targeted business
- Read the newspapers and business journals
- Follow-up strategies
  - Hand written thank you notes
  - Invite for coffee to "ask for their advice"

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## Ask for Names

- You can provide a form to your family members, friends, job seeker and his/her family, Board Members, etc.
- Ask if they can make introductions to the people listed on the form.
- A "warm" call is always easier than a "cold" call

Note: Refer to the Networks Form that is provided in the resource section.

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## How to Find the Right Person at the Right Business

- Business Journals – Book of Lists
- Business section of local newspaper
- Chamber of Commerce directories and websites
- Economic Development Council meetings and websites
- Internet company resources
- Join your Alumni Group and connect via LinkedIn



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## Networking Resources

For more information on networking visit:

[www.kathycondon.info](http://www.kathycondon.info)

Note: Kathy's 55 Networking Tips is provided in the resource section



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## The Importance of Worksite Analysis



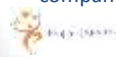
107

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## Worksite Analysis

Worksite analysis is an essential component of effective job placement. Reasons for conducting the analysis :

- As a job development tool
- As a way for the employment consultant to understand the details and requirements of the job
- As a way to assist an employee understand all aspects of his or her job description
- As a service to employers for any job within the company



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## Purpose of Worksite Analysis

- To list each of the tasks within a position and the sequence and location in which the tasks should be performed
- To identify all materials and tools which will be required to complete the tasks in an efficient manner
- \* *It is recommended that the analysis should be completed while observing and working with an employee of the company who performs the job at company standards.*



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## Research & Analyze Potential Employers prior to the first appointment

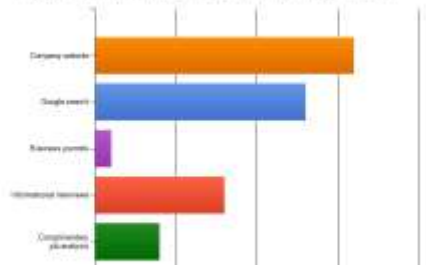
- Informational interviews
- Community meetings and events
- Job Fairs
- One-Stop Career Centers
- Company websites



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How do you research and analyze potential employers? Please check all that apply.



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## Co-workers

- How closely will the job candidate work with other co-workers?
- Are the co-workers aware of the candidate's disability?
- Is candidate part of a team?
- Do other co-workers depend upon the candidate's performance in order to complete their work?



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### Co-workers Depend on Jen



### Part of the Team



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## Supervision and Interface with the Public

- How closely is the candidate supervised?
- How is candidate expected to relate to the general public?
- Does the job require the candidate to interface with the public on a daily basis?
- Does the job require the candidate to talk on the phone?

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## Whole Foods



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## Size and Layout of Company

- How many other employees are there?
- How large is the work site?
- Is the worksite accessible?
- Will the candidate be stationary or moving throughout the building?
- Are workstations comfortable?

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## Atmosphere

- Is the company orderly or does the work atmosphere present itself as disorganized?
- Are people friendly and cheerful or do they appear to be quiet and distant?
- Is the workforce diverse (i.e. people from a variety of ethnic backgrounds and people with disabilities)?

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## On-site Support

- Will an employment consultant/job coach be present initially?
- Will co-workers provide training and/or on-going support?
- Who is the primary support person?

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## Accommodations to the Worksite Space and Culture

- Accommodations may be necessary for successful performance at any worksite. Each person is unique and has different needs.
- It is important to identify the unwritten rules of the worksite as well as how much flexibility the employer may have regarding accommodations which are not typical.

Examples: pictures in training manuals instead of words, wearing a headset to answer the telephone, using an iPod for motivational purposes, sitting vs. standing, using a watch with alarms

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## A Work Aid at Work!



## Research can begin with the National Occupational Information Network – O\*Net

- Sponsored by the US Department of Labor

<http://online.onetcenter.org>



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## Public Relations Strategies that Nurture Relationships

- Promote businesses on appropriate social media
- Patronize employers and promote their business
- Write press releases when big things happen
- Recognize employers on your agency website
- Nominate the business for status awards that can be used in their reports and literature
- Provide opportunities for business staff to promote your organization and their company
- Invite elected officials to tour sites



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## Sample Facebook Posting



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## Resources

Washington Initiative for Supported Employment:  
Articles, statistics, video clips  
[www.theinitiative.ws](http://www.theinitiative.ws)

Free online newsletter  
[www.disabilitycoop.com](http://www.disabilitycoop.com)

*Beyond Traditional Job Development, The Art of  
Creating Opportunity*, by Denise Bissonnette,  
1994 - Available for \$30 at  
[www.diversityshop.com](http://www.diversityshop.com)



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## Best Practices from Staffing Firm

Meredith Campbell – Express Employment Professionals



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## Job SEARCH → Job

- Begins with getting their attention!
  - 6 – 8 touches
- Developing opportunities
- Being persistent
- Building relationships with **open ended questions**
- Connecting with many business people and building a pipeline of employer possibilities



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## Sales Statistics - How many touches does it take?

- 48% of Sales people never follow up
  - 25% make a second contact and stop
  - 12% of Sales people only make three contacts and stop
  - Only 10% make more than three contacts
- \*\*\*\*\*
- **2% of sales are made on the first contact**
  - **3% of sales are made on the second contact**
  - **5% of sales are made on the third contact**
  - **10% of sales are made on the fourth contact**
  - **80% of sales are made on the fifth contact!!!!**



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## Elevator, Appointment, and “Most Placeable Candidate” Scripts

We have to be prepared for conversations with potential employers.

- Elevator Script – first introduction (**goal to make a touch**)
- Appointment Setting Script – building rapport, learn about them and get an opportunity. (**goal to get a face to face contact**)
- Most Placeable Candidate Script – selling your intern’s skills and your services (**goal to get an opportunity – job, further contact, chance for another person**)

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## Most Placeable Candidates Script

1. Think about one of your current or past interns.
2. How would you develop a script that showcases that intern?
3. Develop your script and then practice it with a partner.

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## Seven Step Process (Guiding principles for 6+ touches)

### 1. Discovery Call

Normally, the first call made to a prospect will be the "Discovery Call." The primary objective is to **elevate the prospective employer** by qualifying potential openings, skill set matches for your interns and determining who the decision makers are and when you can see them.

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## 2. Build Rapport

Keep in mind, people normally do business with people they know, like, and trust. Make a sincere, interest-creating comment to **open the discussion**. Carry the rapport building conversation as far as you deem appropriate based on the prospect’s feedback, communications style, and body language.

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### 3. Qualify the Contact by asking (open ended) questions

- How long have you been in this position?
- What are your responsibilities?
- What did you do before joining this company?
- Who, besides you, makes decisions regarding your company's employment needs?
- What is your company's experience in hiring people with disabilities.

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### 4. Qualify the Company

- Tell me more about your company.
- How many employees do you have?
- How have you worked with community agencies in the past?
- Tell me how your company complies with Section 503 or other employment initiatives?

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### 5. Identify all the Buying Influences

- Which departments have entry level jobs?
- Who is responsible for hiring for those jobs when there is a need?
- What is the employment process for hiring for those departments?

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### 6. Determine the Prospect's Critical Concerns

- What are your top three human resource challenges?
- What do you look for in a staffing relationship?
- What proves to be your company's biggest staffing challenge?
- What is the most important consideration when working with a community employment service?
- 

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## 6. Determine the Prospect's Critical Concerns - *continued*

- If you work with a community employment service, what could they do to improve?
- Which positions or departments have an unusually high turnover rate?
- What is the process for hiring a full-time employee?
- What are the common denominators of your most successful employees?



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## 7. Close the Sale

- Briefly tell the Prospect about Project SEARCH including the key partners
- History of Project SEARCH
- Your history with Project SEARCH
- Our service philosophy
- Specific services that Project SEARCH provides to ensure the employment candidate's success



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## 7. Close the Sale

**After handling any client objections, close the call by asking the employer one of the following questions:**

- With everything I have shared with you about Project SEARCH, how would you feel about giving us the opportunity to serve you with your next staffing need?
- With what I've shared with you, how do you think Project SEARCH could best help with your current staffing needs?
- Project SEARCH would like the opportunity to earn your business. What can I start working on for you now?
- Is there a question I haven't asked that I should ask? What is it?"



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## Role Play using the Seven Step Process

1. Need 6 volunteers
2. Form teams of 2 persons on each team facing each other.
3. One person role plays the employer and the other the Project SEARCH staff person.
4. Begin a conversation using the 7 step process and asking only open ended questions.
5. Each team will ask one question at a time. The team that can go the longest without asking a yes or no question will win!



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## The Employment Process

- Write three action steps!



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## Team Action Plans

As time allows:

- Complete an affinity diagram to categorize and prioritize action plan goals, or;
- Each team convene and using this format develop an action plan based upon individual action steps

**Goal statement: Strengthen Steering Committee, Build More Internships, Develop Business Advisory Committee, etc.**

Action step	Person Responsible	Date of completion



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## Reaching the Goal of 100% Employment



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